

JAN 4 1916

Socid.

HV C

No. 70
BULLETIN OF THE
National Conference of Charities
and Correction
July 1915

In This Number

The Baltimore Meeting	- - - - -	3
Related Organizations	- - - - -	7
THE MANAGEMENT OF STATE CONFERENCES		9
State Conference Meetings	- - - - -	25
Organization of Conference of 1916	- - - - -	27

Published Five Times a Year
In January, February, April, July and October
BY THE NATIONAL CONFERENCE OF CHARITIES AND CORRECTION
315 PLYMOUTH COURT, CHICAGO, ILL.

Price fifty cents a year, fifteen cents a copy. Sent all members in consideration of payment of fifty cents as part of membership fee

Entered as second-class matter October 18, 1913, at the Postoffice at Chicago, Ill., under Act of August 24, 1912

Scope and Nature of the Conference.

The National Conference of Charities and Correction exists to discuss the problems of charities and correction, to disseminate information and promote reforms. It does not formulate platforms.—Rules of Procedure.

The National Conference began at Saratoga, New York, in 1874, as a part of the Social Science Association. But, being in the beginning a gathering of a few representatives of the then-existing state boards of charities, it has since grown to a membership ranging between 2500 and 3000, located in all parts of North America and even foreign countries, and representing the entire variety of social service activities, voluntary and governmental, which have developed in recent years. The Conference "has always looked forward, rather than back, and many of the new social efforts of our day have found their early adherents and their most useful publicity at the Conference meetings."

Membership.

Annual dues, fiscal year ending December 31, are \$2.50 (beginning January 1, 1916, dues will be \$3.00); sustaining membership, \$10.00. Regular members are encouraged to become sustaining members. Considering the many varied advantages of membership in this organization the annual fee is considered moderate. Members receive the volume of proceedings for the current year, carriage prepaid, and the Bulletin.

Publications.

The Conference has in stock extra copies of Proceedings of many meetings in former years, as well as pamphlet reprints of noteworthy addresses, committee reports, and symposiums on various subjects. Descriptive list will be sent on request.

In addition, this Bulletin is sent to all members of the Conference, and may be secured by non-members at the rate of fifty cents a year or fifteen cents a copy.

Information.

Readers are encouraged to write for further information about the Conference or its publications, or general questions of social improvement, directing inquiries to the central office at 315 Plymouth Court, Chicago, Illinois.

No. 70
BULLETIN OF THE
**National Conference of Charities
and Correction**

315 Plymouth Court, Chicago, Illinois, July, 1915

THE BALTIMORE MEETING

In order to give adequate space to the leading article of this issue, on *The Management of State Conferences*, only a brief account of the forty-second annual meeting of the National Conference at Baltimore is presented. An extensive description is, indeed, unnecessary. Two months have elapsed since the meeting, and during that time wide publicity has been given the discussions and transactions at Baltimore. Furthermore, the record attendance there included a larger proportion of the actual membership of the Conference than usually attend the annual meeting.

As forecast in the *Bulletin* before the meeting, the addresses and discussions at Baltimore are believed to have contained such a satisfying response to the peculiar appeal of the present trying times in social adjustment as has characterized the Conference at crucial periods in the past. Though it was not like a peace meeting, the presidential address was entitled *A Prelude to Peace*, a departure from precedent was made in the passage of a brief resolution of confidence in the good judgment of the national administration during the present crisis, and indirectly a long lead was taken in the proposal of those improvements in our every-day relationships which must be the concomitant of permanent peace. A distinct characteristic, likewise, was the fine thread of better appreciation than heretofore of the role of individual treatment, or case work, which ran through the discussions in nearly every section. The division on Public and Private Charities, not altogether without anticipation, staged a rally in favor of intelligent public administration of outdoor relief and an advancement in ideals of public supervision and support of institutional work which affected the entire conference. The line of discussion of Training for Social Work, begun by two committees several years ago, was taken up again, and a splendid contribution made in more clearly defining the professional characteristics of social work. The section on Children, which has continued practically without interruption since the beginning of the Conference, registered a long advance toward establishing modern standards of work and agreement upon a comprehensive program for the welfare of the child. And so specific contributions were made in every section, from the presentation of a scheme of constructive treatment of unemployment to calling attention to the role of police departments in community betterment.

For a more detailed account of the program, readers are referred to *The Survey*, issue of May 29. Some of the papers are already available in pamphlet form, and the complete Proceedings may be expected from the press in the fall. In a body of men and women such as the Baltimore conference, as large as one of the more important universities, with every delegate interested in some specific kind of social work, attention tends to center on the success of minor group meetings and activities, rather than

upon the more general occasions. This *Bulletin* contains brief accounts of the meetings of most of the related national organizations which held sessions at Baltimore. There were dozens of smaller gatherings, so numerous and in many cases so suddenly arranged that even to mention them would be impossible. A few of these were planned by program committees, but more were the fruitage of the well known "meet you at the National Conference" spirit. The sessions of the Committee on Health served to bring hospital social service workers together for the first time. In the section on Corrections police-women from over the country got together and formed an International Association of Policewomen. Then there was the meeting of delegates interested in charities endorsement, of directors of industrial welfare work, of secretaries of state conferences, and so on.

It would be a good question for debate, as to whether the plan of entertainment of the conference arranged by the Local Committee under the chairmanship of General Lawrason Riggs was more in the nature of science or of art. It was a triumph of thoughtful organization, and at the same time it could scarcely have been excelled as an exhibition of the art of hospitality. Baltimore must be the native habitat of the spirit of intelligent volunteer service, for it was everywhere evident, from the provoking business of registration headquarters to the arrangement of the unique "specialized" teas and the "colonization" of groups of delegates in order to reduce their living expenses.

Delegates were sent by governors, mayors, women's clubs, hospitals, and all kinds of institutions and agencies. Many who had been accustomed to attending at the expense of their organizations this year paid their own way. Many who had expected to attend found it necessary to stay with their difficult tasks at home. Such facts, therefore, increased the general satisfaction with the statistics of attendance. These are presented on this page and are worthy of considerable study by all members, though space cannot be given to analysis and comment. The total number of registrations, 2623, may be compared with the highest two previous totals, 1924 at Cleveland in 1912, and 1677 at Boston in 1911. The attendance from outside of the state where the meeting was held, 1612, may be compared with the similar figure for the Cleveland conference, which heretofore has been the highest record, 1059. Both in total registrations, 1018, and in paid memberships 670, Maryland far exceeded previous records for the state in which the meeting was held.

Delegates Registered at Baltimore

Ala.	6	La.	5	R. I.	14
Ariz.	1	Me.	8	S. C.	6
Ark.	2	Md.	*1018	S. D.	1
Cal.	3	Mass.	162	Tenn.	9
Colo.	7	Mich.	31	Tex.	7
Conn.	36	Minn.	18	Vt.	1
Del.	26	Mo.	35	Va.	71
D. C.	104	Nebr.	2	Wash.	2
Fla.	4	N. H.	6	W. Va.	2
Ga.	18	N. J.	85	Wis.	18
Hawaii	2	N. Y.	294	Can.	12
Ill.	84	N. C.	9	Eng.	3
Ind.	33	N. D.	4	Others	7
Ia.	14	Ohio	108		
Kan.	3	Okla.	1		
Ky.	11	Pa.	330	Total	2623

*According to custom, the number for the state in which the meeting is held includes all paid memberships for 1915 at the time of the conference, irrespective of registration.

The official organization of the conference of 1916 is given on the last two pages of this *Bulletin*. This has been the first year of operation of the new rule of early appointment of the business committees of the Conference, and at least the schedule of work laid out for the coming year

may be said to reflect a most thoughtful attempt to meet the requirements of the time. The next meeting will be held at Indianapolis. Indiana is famous both for its advancement in charitable and correctional work and for its leadership in the National Conference. The new president, Rev. Francis H. Gavisk, is a worthy representative of welfare work in that state. Already the new Local Committee has begun work, under the chairmanship of Mr. Evans Woollen, president of the Fletcher Savings and Trust Company, and also of the Marion County Board of Children's Guardians, with which he has been connected for more than twenty years. The membership of the Conference should co-operate in bringing both to Indianapolis a large attendance, and to the entire central region of the country an appropriate and progressive message.

RULES OF PROCEDURE MODIFIED AT BALTIMORE

Three important changes were made in the Rules of Procedure of the National Conference at the recent session at Baltimore. The first is an increase of the regular annual membership fee from \$2.50 to \$3.00, beginning with the calendar year 1916. This action followed an extensive review of the recent financial experience of the Conference made under direction of the Executive Committee, which demonstrated both a present need of greater revenue and the desirability of an increase in the future in order to reduce the financial burden on the city which entertains the Conference. The second change affects the organization of the Executive Committee, reducing it from an average membership of approximately thirty to seventeen. Instead of a body consisting of all the ex-presidents of the Conference as members ex-officio, the president and the first vice president, and ten other members serving two-year terms and being elected in groups of five in alternate years, the Executive Committee is to be made up of the president and first vice president and fifteen other members serving terms of three years, five of whom will be chosen every year. Ex-presidents are, according to the new plan, to be termed presidents emeritus. They may be elected to membership on the Executive Committee in the same way as any other members of the Conference. The new plan does not go into effect until the conference of 1917. Therefore the development of the Indianapolis conference and the one of the year following will be in the hands of an Executive Committee made up in the same manner as at present. This action followed a voluntary recommendation by the Executive Committee that the number of ex-presidents serving ex-officio on the Committee be reduced to seven.

The third change is intended to put into effect the principle of full participation of the membership in the election of officers. It follows the recommendations of a special committee created last year, and goes into effect at once. Its main features are to lay down a scheme of formal procedure in the preliminary work of the Committee on Nomination and of balloting in the process of election at the annual meeting, to limit the privilege of voting for officers to those who have been members during the year preceding that of the election, and to limit the elective positions to those of president, vice presidents and members of the executive committee. The body of the report of the special committee effecting these changes in respect to choice of officers follows:

The President shall appoint within ninety days of the adjournment of the Conference a committee of nine on nomination. No member of the committee shall be an officer of the Conference or a member of the Executive Committee. The duty of this committee shall be to nominate the elective officers of the Conference and members of the Executive Committee.

The committee shall solicit by publication suggestions for nominees from all Conference members. All such suggestions shall be sent to the chairman of the committee within ninety days of the date of publication. The committee shall thereupon proceed to draft a report on nominations, which shall include, first, the nominees proposed by the nominating committee, and so designated, and second, other nominees, if any, proposed by the suggestion or petition of at least twenty-five members, and so designated. The report shall

be submitted to the members of the Conference by publication at least days before the opening day of the Conference. Withdrawals of nominees, if any, may be made before the tenth day preceding the opening of the Conference, when the General Secretary shall print a ballot containing the names of all nominees and indicating whether they are nominated by the nominating committee or by petition. A blank space shall be left under each office for writing in any other name at the election.

The election of officers shall be by ballot, the voting to take place during business hours from the opening of registration on the first day of the Conference to five P. M. of the second day. The votes shall then be counted by five tellers appointed by the President, none of whom shall be officers or members of the Nominating or Executive Committees or nominees. The candidates receiving the largest number of votes shall be declared elected. The result shall be announced at the first business or general session following the completion of the count.

All members who have paid dues for the preceding year shall be qualified to vote. At any business session one hundred such qualified members shall constitute a quorum.

The General Secretary, the Treasurer and the Assistant Secretaries shall be appointed by the Executive Committee.

The State Corresponding Secretaries shall be appointed by the General Secretary.

WHAT BALTIMORE ADDRESSES DO YOU WANT IN PAMPHLET FORM?

Several out of the number of important addresses given at the Baltimore meeting of the National Conference will be issued in pamphlet form previous to the publication of the Proceedings as a bound volume, some of them being ready now. As the Proceedings cannot be expected from the press earlier than October or November, this plan will not only make the material available earlier, but also facilitate distribution of individual papers in great quantity by those interested in special propaganda.

Publication of the papers listed below in pamphlet form is assured. In addition the Conference office will be glad to so print any other paper for which sufficient demand is evidenced. Requests should state specifically the names of speakers and titles of papers, with number of each that is wanted. Requests for ten or more copies of any one paper would be the more helpful at this time for guidance in making up printing orders. Those who already have given orders for 1915 pamphlets should write in only in case they wish additional material. Except in cases noted below, prices cannot be given until the material is in type, but customary pamphlet prices will prevail, with reductions as follows: Orders of 10 or more copies of any one pamphlet, 8 times price of single copy; orders of 100 or more, 75 times price of single copy. Postage collect.

- The Relation of Mental Defect to the Neglected, Dependent and Delinquent Children of New Hampshire.....MRS. LILIAN CARPENTER STREETER
- The Policy of Granting State Subsidies to Private Charities.... ROBERT D. DRIPPS
- The Enlargement of the Family Ideal, REV. SAMUEL M. CROTHERS, D.D. The Ethical Basis of the Family, JAMES H. TUFTS, Ph. D. (Two papers combined). 10 cents.
- A Community Plan in Children's Work.....COMMITTEE REPORT (Carstens), 5 cents
- Is Social Work a Profession?.....ABRAHAM FLEXNER, 5 cents
- A Study of Results of the Work of a Child Placing Society.....J. PRENTICE MURPHY
- A Study of Results of Institutional Care.....WILLIAM J. DOHERTY, 5 cents
- Methods of Preventing Feeble-mindedness.....WALTER S. CORNELL, M. D.
- Some Uses of Social Case Work in Medical Training.....GRACE S. HARPER
- The Shifting of Taxation to Land Values as a Means of Relieving Congestion and Poverty.....FREDERICK C. LEUBUSCHER
- A Pay Clinic for Persons of Moderate Means.....MICHAEL M. DAVIS, Jr., Ph. D.

RELATED ORGANIZATIONS

American Association of Officials of Charity and Correction

The American Association of Officials of Charity and Correction held its five sessions at Baltimore just preceding the National Conference. Attendance was not better than average, due to the presence of other conferences,—a conflict of meetings which was offset at the last session by presenting the program in conjunction with the Conference on Education of Dependent, Truant, Backward and Delinquent Children. Because of the great service which it is believed the American Association can render to the National Conference in strengthening the section on public charities, it is planned for next year to hold but one session of the Association, this meeting to occur at the time of the National Conference and in the same city. In addition, the organization will bend its energies towards supporting the committee on public and private charities by urging more public officials to attend the National Conference. Leroy A. Halbert, Supt. Board of Public Welfare, Kansas City, is president, and George S. Wilson, Secretary, Board of Charities of the District of Columbia, Washington, D. C., is secretary for the coming year.

American Association of Societies for Organizing Charity

At the business meeting of the Association held in Baltimore, the following were elected members of the executive committee of the class of 1918: Mrs. William H. Lothrop, Boston, Mass.; W. Frank Persons, New York, N. Y.; Frederic Almy, Buffalo, N. Y.; C. M. Holt, Montreal, Canada; Henry H. Bonnell, Philadelphia, Pa.; George J. Baldwin, Savannah, Ga.; H. B. Sharpe, Providence, R. I. The executive committee was instructed to create a special committee to make a study of financial federation. If the emergency conditions of last winter are not present in such intensity during the coming winter, it was decided that the Association's field workers would give particular attention to experimentation of community organization in communities of less than 10,000. If the emergency conditions are present in the same intensity as last year, the field schedules will be so arranged as to cover all points where societies are facing unusually difficult problems of organization or of financing. At the same time, new organization will be encouraged wherever the ground has been well laid.

American Medico-Psychological Association

The meeting of the American Medico-Psychological Association at Old Point Comfort, Va., May 11-14, is considered by its officers to have been one of the most successful in the long history of this organization. Its membership, now numbering 863, has almost doubled in the last five years. The addresses given at the recent meeting will appear in the *American Journal of Insanity* previous to the publication of the annual proceedings. The 1916 meeting will be held at New Orleans in March, with the following officers: Edward N. Brush, M. D., Towson, Md., Pres.; Charles G. Wagner, Binghamton, N. Y., Vice-Pres.; Henry C. Eyman, M. D., Massillon, O., Sec'y-Treas.

National Conference on the Education of Dependent, Truant, Backward and Delinquent Children

The twelfth annual meeting of the Conference was held at Baltimore May 10-12, under the presidency of Superintendent E. E. Gardner, of Howard, R. I. Particular stress was laid upon the need of proper vocational

training for children. Similar emphasis was given the need of careful individual study and case treatment of the child's mental and physical endowments, discussion on this point harmonizing well with a noticeable trend in the addresses of the National Conference of Charities and Correction. This discussion brought out a striking need, however, of greater thoroughness and accuracy in obtaining facts about the child. The following officers were elected for the 1916 conference: Pres., F. J. Sessions, Davenport, Ia.; 1st Vice-Pres., Charles Dunn, Jr., South Portland, Me.; 2d Vice-Pres., Dr. Hortense V. Bruce, Hudson, N. Y.; Sec'y-Treas., W. L. Kuser, Eldora, Ia.

National Association of Jewish Social Workers

At the session of the National Association of Jewish Social Workers at Baltimore just previous to the opening of the National Conference several important resolutions were passed which reflect well the active participation of this body in the development of policy in present-day social work. These include a pledge of \$500 annually toward the employment of a field secretary jointly with the National Conference of Jewish Charities, the inauguration of a plan to encourage naturalization among Jewish immigrants, and arrangement for revision of the code of rules for charitable transportation jointly with the National Conference of Jewish Charities. The officers elected for the forthcoming biennial period are: Pres., David M. Bressler, New York; Vice-Pres., Frances Taussig, Chicago; Sec'y-Treas., Monroe M. Goldstein, 356 Second Ave., New York.

National Federation of Remedial Loan Associations

Most of the sessions of the National Federation of Remedial Loan Associations, which met at Baltimore at the same time as the National Conference, were of an executive character. One of the most interesting discussions was that on the relation of remedial loan societies to unemployment, which was led by D. H. Pond, of Cleveland. Six new societies were admitted to the Federation during the past year, located at Duluth, Dallas, Philadelphia, Toronto, Lynn, Mass., and Portland, Ore. The officers for 1916 are Charles H. Brown, Jr., Buffalo, N. Y., Chairman, and George E. Upson, 107 Paul Bldg., Utica, N. Y., Sec'y-Treas.

National Federation of Settlements

At the meetings of the National Federation of Settlements at Baltimore May 13-19 the chief topics discussed were: unemployment, administration of settlements and future policy of the settlement movement, the adolescent boy, peace, the small settlement, the Slavs, and the community plan of child protection. The officers elected for 1916 are: Pres., Mrs. Vladimir G. Simkhovitch, New York; Vice-Pres., George A. Bellamy, Cleveland; Sec'y-Treas., Robert A. Woods, 20 Union Park, Boston; Asst. Sec'y, Albert J. Kennedy, Boston. The Federation meets in New York in 1916, meetings with the National Conference being held only in alternate years.

National Probation Association

The seventh annual conference of the National Probation Association was held on Tuesday and Wednesday, May 11th and 12th. The average attendance was between one and two hundred, mostly composed of persons connected with active probation service. The main emphasis at the meeting was placed upon the problems of securing effective adult probation laws in the states now having none; outlining the needs and possibilities for the extension of probation work in rural communities, and the development

(CONTINUED ON PAGE 27)

THE MANAGEMENT OF STATE CONFERENCES

There is given herewith an outline of methods of management of state conferences of charities and correction and organizations similar in type, though differing in name. This article is based on replies made by secretaries of state conferences to a questionnaire, on practical observations in attending many of these conferences, upon experience in the management of a state conference and upon observation of similar processes in the activities of the National Conference of Charities and Correction, where some of the tasks of management are more specialized and better defined. The secretaries of the various state conferences have been found to be men and women thoroughly appreciative of the importance and difficult requirements of their work. Acknowledgment is made of valuable assistance in the preparation of this article given by the secretaries of nearly all of these conferences. Quotations in the following pages are made, not on the basis of importance of any conference, but rather with regard to the significance of the statement or aptness of expressions used.

This article may be considered as an extension of the general description of conferences in the various states given in *Bulletin 63*, issued January, 1914. The intention in the present instance is to reduce as nearly as possible to the basis of a common working plan the great variety of practices in the conduct of state conferences shown by the former article, and to familiarize conference workers everywhere with the characteristic developments in the several states.

There are thirty-three conferences of the type indicated in the United States, as shown by the accompanying map. In addition, there is a Canadian conference of charities and correction. These organizations follow the National Conference of Charities and Correction closely in type. Their purpose ordinarily is to furnish opportunities for discussion of methods and practices in the administration of charitable and correctional work, and to serve as a means of public education on these subjects. Usually meetings are held annually, and while the same group control the development of the organizations from year to year, officers are chosen anew at each meeting. The work of these conferences in the several states has been so uniformly beneficial that the existence of some such organization is generally accepted as a necessary pre-requisite to an intelligent and consistent development in this field in any commonwealth.

The question of efficient management of these conferences is, therefore, a vital one. The failure of leaders in social reform in a state to grasp this fact early in the history of their efforts may mean a postponement for many years in the attainment of their goal.

On the surface conference management appears as a question of numerous half-clerical details. But in reality this work offers large opportunities in the development of public opinion, whose fundamental problems are those of applied social psychology. The work of state conference management should not be gotten into the hands of one person, nor should it be professionalized. Of far greater importance than the efficient handling of a few details is the matter of developing a considerable group of leaders in this field in any state, whose interest springs from experience in various situations. True, there is a tendency to employ as secretaries of state conferences trained social workers, but even then there is the greatest variety as to the secretary's understanding of this particular task of conference management. Hence there is need of gathering facts and formulating simple principles which can be developed and disseminated from year to year among the growing groups of those concerned with this subject in the various states. The need of inquiry in this direction has been emphasized many times in requests for suggestions from the National Conference.

Variety of Organization

The state conferences vary widely in form of organization and methods of operation. The most apparent difference is that in name. Whereas, the large majority use the title, "conference of charities and correction," a few have adopted other names—an attempt apparently to fix upon words which will, if possible, indicate more exactly and forcibly the conception of the range of human improvement than the term which the founders of the National Conference selected four decades ago: for example, the North Carolina Conference for Social Service, the Alabama Sociological Congress, the Missouri Conference for Social Welfare and the California State Conference of Social Agencies.

But these differences as to name are the least important. Not all of the state conferences meet annually. In some instances their functioning is complicated by the existence of other organizations in the state with somewhat similar purposes. For instance, where there is an annual or quarterly meeting of officers of state institutions, this group cannot be drawn upon so generally for support of the state conference. A few of the conferences do not publish proceedings. The types of persons upon whom the state conferences rely for support are of the widest variety. It has not been uncommon, especially in an earlier day, for state conferences to get their chief support from educators. Some conferences are or have been characteristically gatherings of institution men and women. Perhaps the most successful conferences of the present time could be described as made up largely of social workers of all classes, with a mixture of public spirited citizens interested in social reform. However, it must be remembered that trained social workers are scarce in some states.

Some conferences apparently exercise an appeal to the public mind which is most admirable. Others, in some instances representing an even greater amount of devoted labor on the part of their membership and officers, have not been so successful in this respect. Some of the state conferences are loose and informal in their plan of organization, while others operate according to strict, definite rules. In the matter of concrete activities and propaganda work there is again a wide variety. Probably no other issue of policy would reveal so great a divergence as the question, Shall the conference attempt to attain its ends by securing legislation directly? While, especially in former years, there was a tendency to hold aloof from propaganda activities, there are a number of these conferences which prefer to justify their existence by joining in the struggle for practical reforms. Nearly all of the state conferences exercise the democratic right of passing resolutions.

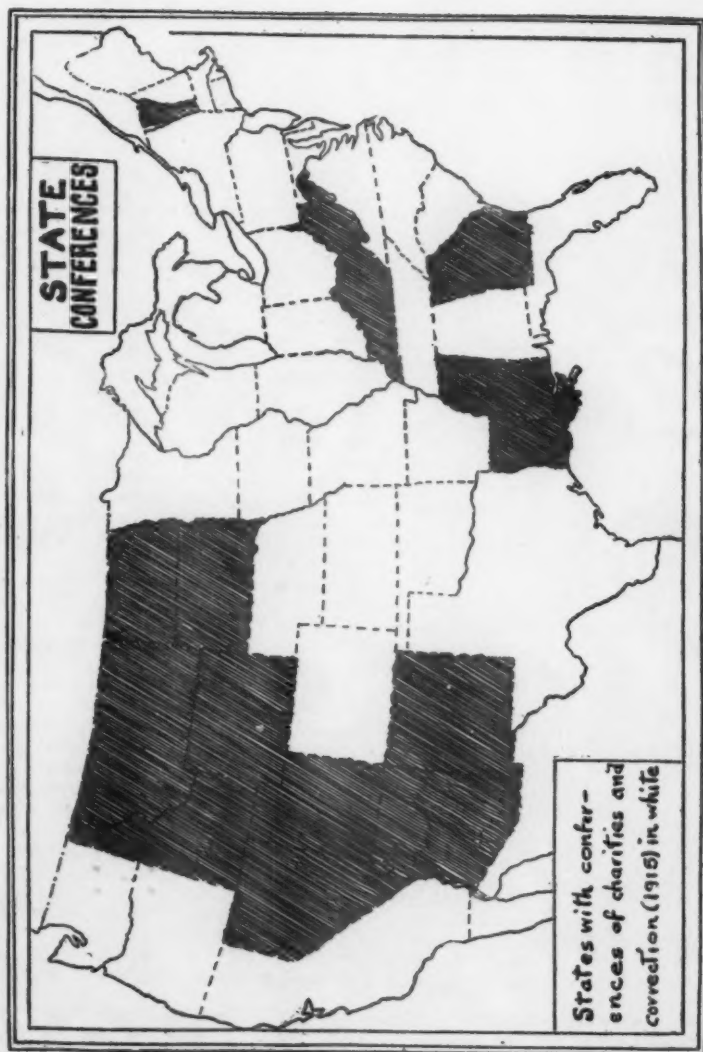
As respects these differences, in general it would be proper to say that all the state organizations correspond to the National Conference of Charities and Correction in some of their features, and that most of them try to follow its well-known methods and principles in every respect, adapting them only in ways that are found necessary on account of the smaller group concerned and the different sphere of influence.

I.

THE ANNUAL MEETING

The essential purpose of a conference of this type is to conduct a meeting for public discussion of questions of social welfare and methods of charitable and correctional administration. Any of the state organizations, or the National Conference, might be reduced to the performance of this primary function in the simplest manner possible and yet come within the scope of this study. All the processes treated here are only amplifications of this original operation of conducting a forum for discussion.

Every year or so the Associated Charities of Wilmington, Delaware, asks the United Hebrew Charities and the social service organization of the New Century Club to unite with them in holding a conference and obtaining outside speakers. The officers are named at the meeting and do not continue in office. The meeting is brief, informal, effective.



(There are indications that, within the year, two or three other states may be added to the "white list.")

Last year the Ohio State Conference held its twenty-third annual meeting. Aside from the use of a state appropriation of \$250.00 a year, the conference receives a considerable contribution of both money and service from the city where it meets. A complex program is arranged, frequently with sections running contemporaneously. These sections consist of coherent, more or less permanent groups, under well established leadership, some of them even printing their proceedings separately. There are several subsidiary associations. Three or four classes of public officials with differing interests attend at public expense. Extensive preparations are made by the local community, and varied forms of entertainment are provided. There is a traditional, well understood procedure for the conduct of the conference. The Ohio conference has a comparatively elaborate scheme of publications and publicity work, and arranges for extensive exhibits. Its accounts are audited by the state.

Both of these state conferences perform the essential function of conducting a forum for the discussion of social welfare work. The differences in procedure are not unique,—even wider variations might be cited between other states. One would be slow to conclude that the one or the other is superior in fulfilling the requirements of the state in this field. A dozen important factors must be considered in determining their comparative merits.

A typical succession of meetings of a state conference is that of the Iowa conference. On Sunday morning delegates occupy pulpits in the local churches. In the afternoon a mass meeting is held at which the formal opening takes place and the president's address is given. This was followed the past year by a buffet supper provided by the local women's club. In the evening another popular meeting is held, of which the chief feature is an address by some distinguished speaker, usually from another state. At the last conference, the chairman of this evening meeting was one of the United States senators from Iowa. Monday evening another popular meeting is held, the chief feature of which is an address by a speaker from out of the state. Monday morning and afternoon and Tuesday morning and afternoon are devoted to section meetings, with reports of committees, brief papers and informal discussion.

It is apparent that in holding conference meetings two ends are to be achieved: (1) the production of effective sessions with proper emphasis and subordination, and (2) the provision of opportunity for the discussion of a succession of topics in the field of social work fairly equal in importance and all competing for the attention of the delegates and visitors. There develop in every conference conflicting tendencies toward popular presentation (often running to shallowness of treatment) and toward technical discussions which are not very effective with local audiences,—tendencies which are not easily reconcilable. Sometimes the subject matter itself accounts for the difference; for example, the campaign against tuberculosis, a popular theme, as contrasted with the treatment of standards in charities endorsement work. Again, where one is limited in the selection of speakers, the character of the discussion often turns upon the type of mind of the speakers available. However, every subject has its technical aspects and its broader bearings, and it should be pointed out that the wearying effect of some conference programs, which may be described loosely as over-technical, is in reality the result of imperfect or narrow conception on the part of speakers.

General Sessions and Section Meetings

The National Conference has for many years made a distinction in its meetings chiefly on the basis of the difference just described, calling the sessions for the presentation of the larger phases and more popular aspects of questions general sessions, and those "designed for familiar discussion" section meetings. According to this plan it is not inimical to the general purpose of a unified conference for some section meetings to be held contemporaneously, for while everyone should be concerned with the more general aspects of social problems of all types, there frequently are present a number of groups whose interests in technical matters are widely

divergent. Meetings for informal discussion are sometimes spoiled by the presentation of several formal addresses or papers, whereas one, or at most two, would be sufficient to lay the groundwork for intelligent discussion, and would allow sufficient time for many members of the audience to participate. At the Maryland conference last year the experiment was tried of scheduling a section meeting and merely naming the subject for discussion without any formal address. Under skillful direction it proved to be one of the most effective meetings of the conference. The clearer definition of type of section meetings serves to make the general sessions, likewise, much more definite in form and pronounced in effect; for example, the secretary of the Missouri conference writes: "The evening sessions are calculated to interest the local community in particular. Nothing technical and no controversial matters are taken up at such sessions." No rule can be established regarding the reading of addresses at general sessions. Frequently audiences have so little knowledge of the more advanced issues in social work that they follow a reader with difficulty. Much depends upon the personality of the speaker and his ability on the platform.

One of the most difficult and frequently debated problems in the management of conference meetings is that of time limits for speakers. The "railroad" program, operated almost mechanically by a chairman with the use of a watch, where speakers are rapped down ruthlessly at the expiration of a specified time, has certain advantages and is a favorite in some quarters. On the other hand there is some justification of a "rule of reason" whereby effective speakers are allowed longer time than others—though the proper use of this depends altogether on the judgment and diplomacy of the chairman. State conferences sometimes are unfortunate in the selection of chairmen for popular meetings. The New York conference in its by-laws makes provision against difficulty with the time limit question by providing a complete order of procedure with nine divisions for every separate session of the conference, with an indication that the first and second paper on the program shall be allowed twenty minutes, and that discussions shall be limited to ten minutes each for appointed speakers, and five minutes each for others. The chairman, with the consent of his committee, is allowed to alter the arrangement, but not the time allowance.

Groups Within the Conference

It is unavoidable, and probably not undesirable, as state conferences develop that distinct groups with common interests will emerge, such as the children's group, the hospital superintendents, and representatives of voluntary charitable societies. Perhaps the ideal would be for the annual program to consist of the discussion of progressive issues demanded by these several groups. The chief difficulty, however, is that often these different classes of workers need leadership and suggestion and that they are likely to get into ruts. This clash of Hamiltonian and Jeffersonian principles need not prove a serious obstacle. There is no doubt that some initiative should come from any group within the conference that grows large and is continuous in service, so long as it does not interfere with the unity of the conference. In Ohio these groups elect their own chairmen at the annual meeting. In Maryland the executive committee of the conference appoints them to take charge of preparation of the program. In Colorado the situation is simplified by the State Board of Charities and Corrections handling the preparation of program exclusively. But most conferences seem to follow the National Conference practice of having committee chairmen nominated and elected each year by the conference itself.

The arrangement of a program on the basis of the foregoing principles which is both effective in awakening or widening the vision of the community in which the conference is held and satisfactory to the special groups which are brought together, is a scientific task. The officers of most of the conferences go about the process in a fairly uniform way. In this respect, the plan of the Massachusetts conference, which is referred to in several places in this article, is valuable for consideration in that the problem of adjusting the meeting to the community where it is held is attacked very directly.

Special Features

A few paragraphs may well be devoted to the various features of the annual meeting which are more or less common among all the states, and which constitute a considerable problem in the work of preparation. With the recent growth of the habit of transacting business at lunch time, there seems to be a tendency toward making as much as possible of this opportunity for groups to get together. Though there are some objections from the physiological standpoint, it is not uncommon to see a considerable program gone through with at pre-arranged luncheons. The practice is general of having state conferences entertained at institutions in or near the city where the meetings are being held. Sometimes special luncheons are served and even two or three regular sessions are held. Of this practice the Minnesota and the New York City conferences are good examples.

In a few instances conference officers have arranged for special demonstrations with the purpose of both supplementing the formal program and increasing its popular effectiveness; for example, the past year at the New York conference there was a demonstration of oral teaching of the deaf, and another of the Bertillon method of identification. The officers of the Wisconsin conference arranged a "better babies" contest to take place prior to the meeting, thus arousing wide local interest, and at the conference they provided a demonstration of the Binet test, the winners in the previous contest being used as subjects—of course, grading high in the scale.

Some conferences follow the plan of the National body in respect to the conference sermon—all conferences, in fact, that hold their meetings over the week end. The same conferences seem uniformly to use the plan of having delegates occupy pulpits in local churches at the Sunday morning hour.

The practice of having exhibits at the meeting place of the conference or in a special hall to which visitors are directed seems to be almost universal. It is to be hoped that as time goes on much will be learned by conference officers, and especially by those exhibiting, of the art of constructing good public exhibits. Exhibits should be both beneficial to conference delegates and stimulating to the agencies which prepare them. Often national organizations co-operate by furnishing traveling exhibits. In Massachusetts it is said that exhibits are not greatly encouraged because the short distances of travel in the state make it possible for those interested to see the actual situations, if they choose. At the Missouri conference a book stall is conducted at which this year orders were taken for publications and twenty-eight subscriptions to *The Survey* secured.

Entertainment at state conferences usually depends upon the initiative and planning of the local committee, and for this reason it is likely to vary in form from year to year. The most conventional feature probably is an automobile ride on one of the afternoons. Receptions are quite common. The suggestion may well be emphasized that conference secretaries can do an important service by discerning beforehand the possibilities of small informal gatherings of special groups and by facilitating their getting together on social occasions. A unique feature of the Minnesota conference is an annual frolic, which began a few years ago with a get-together dinner. The secretary writes: "In the big armory last year we had a combination grand march and follow-the-leader stunt to start off with, into which we dragged everybody, and which certainly had a tendency to break down all formality."

At all of the conferences there are likely to be among the more active members some who take it upon themselves to inspect pretty thoroughly the local institutions, and often in this way valuable criticisms have resulted. The need of diplomacy on such occasions is apparent. Important reforms in unawakened communities often have dated from action of this sort. Conference visitors should not fail to make the most of the virtues of institutions and agencies in the community where the meeting is held.

All the state conferences seem to use badges. The tendency is for these insignia to be of the simplest sort because conference-goers are both

modest and economical. Much can be said in favor of the standardization of conference badges, especially by the larger conferences. The New York conference has thus adopted a special metal design.

Secretaries should always arrange with the local committee beforehand for the preparation of whatever placards and other signs are needed. It is well to have such signs uniform in appearance and well lettered. These would naturally include large signs outside the main meeting places, indicating the character of the gathering and chief features of programs, and a series of smaller placards including notations like the following: "Please Register and Obtain a Badge," "Post Office," "Information Bureau," etc.

The choice of the city where the state conference is held is a matter of considerable importance. In North Carolina it is the practice to meet every legislative year at the state capitol, and this tendency is observable in other states. The same end is obtained, of course, by the holding of a branch conference in the capital city, as in New York. The principles on which the conference moves about from year to year vary so widely with the different states that they can scarcely be summarized. There can be little doubt that the state conference through a period of years should reach every section of the state effectively and should invade the smaller, more secluded communities as well as patronize the larger cities where attendance on the part of delegates may be easier. In Virginia

The secretary of the State Board of Charities, in visiting various communities, finds out which is most in need of the social awakening afforded by the annual conference, and arranges for an invitation from that town.

Not infrequently the choice of a meeting place, as well as the time of meeting is left to the executive committee. There is an advantage in this plan in that considerable attention can be given the preparedness of a community inviting the conference to furnish proper entertainment and to make the most of the discussions. The practice of continuing to hold conferences in one or two cities which offer the greatest inducement and the least possibility of troublesome preparation is not a good one.

II

PROGRAM

Probably the first specialized subsidiary function to grow out of the process of conducting the annual meeting is that of preparing the program. Neglect, narrowness of conception of social relationships, failure to comprehend the larger issues of the state, or to prejudge the practical effects of certain discussions, timidity in the face of old, familiar obstacles—these are some of the shortcomings that may subtly register themselves in conference programs. On the other hand the arrangement of a program offers golden opportunities in the development of public opinion for the individual or group who may comprehend the situation.

The list of program committees of the Illinois conference for the present year is typical: Committees on survey, on publicity and exhibits, on labor and compensation, on rural social work, on mental and physical efficiency, on probation and prevention of crime, on medico-social work, on children, and on the family.

These committee divisions of the conference are fairly permanent in most states owing to the fact that nearly all of them represent definite groups of workers with common interests. In Iowa the list is subject to change at the discretion of the president or the executive committee. For Missouri the comment is made that the committees vary from year to year and that they usually arrange their own programs, though in this they are not allowed too free a hand. In Ohio the preparation of the program is under the supervision of the secretary, speakers being approved by the executive committee. The method of preparing the program in Massachusetts, as shown by the following quotation from the secretary's account, is distinguished by the plan of consultation with authorities in the city where the conference is to meet:

The committee on program, with the president of the conference for chairman, after careful consultation with the local committee, in a general way formulates the program for the six meetings, selecting a subject to be discussed at each and the chairman to preside over this subject. This having been done the program in embryo is sent to every member of the executive committee for approval or suggestions and after a reasonable time for response, the various chairmen, if approved, are invited to make up programs for their respective meetings and report back to the program committee as to the persons selected to speak. Before the program committee decides upon the more fully elaborated program with definite titles of papers, its members informally consult with various members of the executive committee who may be easily available, and when this program is wholly approved it is turned over to the executive committee and the committee on program is discharged. By this time it is midsummer and there are, of course, some minor details with possible changes of speakers and titles of papers, which have to be decided at the last minute by the president and secretary, without consultation with the whole committee, which is probably scattered on vacations, etc. The preliminary program is then printed and sent to the mailing list.

While there is not a great number of speakers on the average state conference program, their selection constitutes a difficult problem because of the limited number of leaders of intelligence and of power in presentation of specific subjects. Moreover, attention must be divided between a series of subjects in the brief period of the conference, and this necessitates many compromises. But in spite of these difficulties, the following three criteria should be observed.

Requirements for a Good Program

1. The subject matter of addresses and discussions should constitute a progressive contribution. Everyone has observed the deadening effect of rambling and platitudinous talks at conferences, and of appeals to the sympathy of the audience without giving either sufficient information or convincing arguments.

2. Each presentation should be interesting and convincing.

3. The entire series of reports, addresses and papers should be well balanced. For example, the two foregoing criteria may be attained separately by different speakers and still the effect be good.

The following features occurred in one of the evening programs of a state conference in 1914: The subject was Child Labor. The chairman made a brief presentation with the logical, plain expression of a lawyer. The second speaker, a young lady, described with intimate personal references her summer's experience as a playground director in a factory neighborhood. The third speaker in more general terms set forth the abuses from child labor in the state and indicated specific legislative needs. The fourth speaker brought conviction to his audience through the pleasant but powerful phrases of the philosopher, poet and orator.

Of the foregoing desiderata, effective presentation may be sacrificed at a section meeting. But for sessions with popular attendance always there should be an approximation of all three. The chief obstacle lies in not knowing beforehand what a speaker will say or the effect he is likely to produce. But it is the business of the authority constructing the program to know his man, and in view of one's responsibility to an audience, which he has helped to bring out, he has a right to know.

A practical corollary to the foregoing is the recommendation that conference secretaries have a definite understanding beforehand with all speakers as to the time and conditions under which they are to appear, making sure always that they are advised in case of changes in the program subsequent to its issuance in preliminary form. Occasionally considerable embarrassment on the part of speakers or awkward situations at public meetings arise from oversight in this regard. The effects on an audience of a slipshod meeting are deplorable, especially because they may be so simply prevented.

III

PUBLICITY

But fine programs alone do not make fine conferences. It is one matter to fix up a well-arranged series of discussions, and quite a different

proposition to realize the largest possible effects from it. There are agencies a-plenty to aid in making the ideal program effective—telegraph, press service, pamphlet distribution, pulpit comments, committees of various types in communities, city councils and state legislatures—but these agencies do not come volunteering help. They must be *taken advantage of*. Hence, the second subsidiary process in the management of a state conference, the work of publicity.

The chief means of publicity attained through the printed page are (a) the proceedings of the annual meeting; (b) pamphlets of various sorts, including advance information about the annual meeting; and (c) articles and comments in newspapers. These activities are summarized by the secretary of the Missouri conference as follows:

We publish proceedings once a year, and one or two leaflets before the conference takes place. In legislative years we keep the membership informed as to progress of legislation. We send leaflets to all country papers with special letters asking them to reprint the material in full or in part. At the conference we give typewritten abstracts to newspapers.

The publicity work of some conferences is greatly improved by the co-operation of agencies whose assistance cannot be expected in all states. The conferences in Iowa, Minnesota and Wisconsin have the advantage of help from the publicity bureaus of the state universities. In North Carolina the conference issues *The Social Service Quarterly*. This scheme is unique among state conferences. However, this function is approximated in other states by the quarterly publications of state boards of charities.

Conference officers may well be encouraged to get the proceedings of the annual meeting off the press as early as possible, as the chief value of most of the papers lies in their timely bearing on state issues. This has been done in some instances within a month after the adjournment of the meeting. Likewise there is undoubted advantage in having the proceedings well organized and brief. To edit the annual proceedings satisfactorily is one of the important functions of conference management. This task is usually performed by the secretary, especially if he continues in office during a period of years. In Iowa it is done by the president. The secretaries of state boards of charities who serve as conference secretaries naturally edit the proceedings when they are published by the board.

The constant revision and building up of the mailing list of the conference should not be overlooked. The secretary of the Massachusetts conference presents this task clearly as follows:

Re-registration each year of course means duplication of cards and so after the Conference I bring forward the registration of previous years to the last year, indicating the years the member attended the Conference by a rubber stamp. Thus one person will soon have collected in the upper right hand corner of the card a series of stamped dates. Occasionally I go through the catalogue and weed out those cards of unknown persons who have not attended the conference for many years. Thus the total number of registrations usually fluctuates about the five thousand mark.

Registration Card

MASSACHUSETTS STATE CONFERENCE OF CHARITIES

NAME

ADDRESS

Society or institution with which connected

Note line of work in which you are interested

Infants
Children
Needy Families
Other activities

The Sick
Aged Poor
Playgrounds or Clubs

It is common elsewhere to add to this basis of registrations names of persons recommended by members from time to time, of public officials and of officers and directors of charitable organizations. The Ohio list consists of about 2800 names, the New York list of about 3500. These lists are generally kept in the form of card indexes and without doubt this is the most useful plan. Where possible it is recommended that a printed card be used and a definite series of signs and abbreviations, if such are necessary, so there will be no mistaking the meaning of any card record and consequent loss in value as the system is continued under changing management from year to year. The following sample registration card from Massachusetts is reproduced for the sake of suggestion. Its use will be evident to anyone who reads the foregoing quotation. In some conferences it is customary to have a separate membership record to which are posted the data of attendance and payment of fees from year to year.

The Use of Newspapers

The officers of a number of state conferences, usually the secretaries, follow the practice of securing beforehand copies or abstracts of papers to be given at the annual meeting, and of either sending summaries of these to the newspapers and press associations for quotation at length or of keeping the material for reference by representatives of the press at the time of the meeting. This practice should be more generally adopted. It enlarges the audience from a comparatively small group of specialists in the meeting hall to thousands and even hundreds of thousands of men and women in every walk of life who might not be able to appreciate the original statements, but who can to some extent comprehend the simpler messages that are reflected in the newspapers. To do this part of the conference work well, the secretary (or, as is the practice in Michigan, the local committee) should begin gathering advance copies of addresses at least a month before the meeting is to take place.

In addition to this seasonal task, the period intervening between annual meetings is used to good advantage by some of the conferences in a kind of intermittent press service on the basis of developments in preparation for the conference or stories of interest in this general field which may prepare the way for consideration of the definite recommendations of the annual meeting. At least one of the state conferences has gone to the extent of getting out stories and brief articles in plate type and sending them to a list of subscribing papers. There is no limit to the improvement which may thus be worked in the general tone and attitude of newspapers in respect to modern methods of social work and reform. The leaflet or larger pamphlet is valuable chiefly for informing the membership and others with fairly well established interest in social work. It is not very effective for popular distribution, for it is not likely to have an appeal equal even to that of religious tracts. Undoubtedly the columns of newspapers are the way to popular attention, but conference officers who have not had newspaper experience should remember that a special kind of writing is necessary to command space in the popular press. It is a surprising sign of the favor that may be met with by social propagandists on the part of editors that frequently on request even the more expensive journals will donate advertising space for work of this kind.

Other Means of Publicity

The field of publicity, however, is not limited to printed matter. About the most effective way to spread the influence of an organization like a state conference of charities is to inspire leaders in other important groups to describe the conference and secure recruits among their own membership. This may be done generally by clubs and societies of all sorts in communities, but perhaps most effectively by state associations of related character, such as associations of public officials, medical associations, teachers' associations and religious gatherings. Some conferences have schemes of affiliation with such organizations, but in other states the practice is not followed because the conferences wish to avoid the handicaps of an organization dependent upon constituent parts. One state pre-

sents the splendid example of a complete investigation of its almshouses and jails made at the expense of the state nurses' association, who were originally brought into contact with its state board through the inspiration of the state conference.

A legislative campaign may serve as one of the best means of publicity for a state conference. The executive committee of the Iowa conference meets oftener during the legislative years in order to supervise developments of this sort. Some conferences have committees on social legislation while some are satisfied with the passage of resolutions, often numerous and lengthy. One conference a few years ago created a committee on social legislation and employed a legislative agent. Later there was evolved a joint committee with other organizations represented, and with a separate budget.

A very direct means of widening its influence through related and subsidiary organizations is for the state conference to develop branches. New York has its capital district conference and the New York City conference. The North Carolina conference has local chapters, the most important of which is at Raleigh. In Indiana a comprehensive scheme of co-ordination of local organizations by congressional districts with separate meetings under the guidance of the state conference of charities is taking shape. This development may be considered in the nature of an effort to relate the general conclusions of a state conference as immediately as possible to local practices; and so far as branches in capital cities are concerned, as a far-sighted recognition of the fact that the action of legislatures is largely affected by the intelligence and viewpoint of the population of the city where the meeting is held.

On the whole, the expression of the secretary of the Massachusetts conference is to be commended when he indicates that little "drumming up" of interest in the annual meeting is necessary or desirable. State conferences should be organized for extensive publicity of the most modern sort, but preparations for the annual meeting should constitute only a part of an all-year-round campaign. The conference may be thought of as a group of individuals who are accustomed to come together on all kinds of occasions and in varying forms and numbers,—requiring a common body of information and a common inspiration. The annual meeting then is but a phase of their continuing group existence.

IV.

GENERAL PREPARATIONS

Conference-goers of long experience seem to agree that most of the explanation of the success of effective conferences and of the failure of poor ones is summed up in the one word, *preparation*. Some of its preliminary work has to do with the program, much of it with publicity. Some of it consists of making ready the community where the meeting is to be held, and much of it is merely preparing the minds of the officers and regular attendants of the conference itself. But there must be extensive, systematic preparation.

Note is made here of the more important processes and relevant observations in respect to general preparation that have not already been suggested under the previous three divisions.

In Ohio

The city in which the conference is held is expected to take care of certain local expenses, such as hall rent, incidental printing of a local character, and any entertainment which may be provided. About six months in advance of the conference a local committee is created which meets in connection with the executive committee to fix the date and plan other details. If sub-committees are appointed, the chairmen are usually members of the general local committee. At the recent conference in Columbus, we placed most of the local responsibility upon the Central Philanthropic Council. As this is a delegate body representing most of the local social welfare agencies, there was little trouble in raising much interest. In other cities it has been necessary to appear before the ministerial association, where such exists, or commercial bodies, or any other key organization which can be interested and put to work.

In Missouri the secretary makes a trip to the conference city about three weeks before the annual meeting and he goes again about three days prior to the opening of the conference; on the first trip putting the finishing touches on the work of local organization and using the occasion to start a publicity campaign with the local newspapers and special groups, and at the time of the second trip using every opportunity to address congregations and various clubs and societies. The secretary of the Iowa conference indicates that he visits the city where the meeting is to be held as a part of the work of preparation, when it happens that the community is small and is not acquainted with the work of the state conference. These instances are cited as typical.

The practice in Massachusetts is interesting:

Some time in May or June a meeting of the executive committee is held at the city which is to entertain the conference in the autumn. A number of local citizens are invited and the committee gets their point of view as to the elaboration of the program, and can also see for itself what hotel and hall accommodations the city can provide. In the smaller places it is often thought desirable to quite extensively entertain delegates in the homes of local citizens. This meeting does much to stimulate local interest.

Some of the conferences try occasionally to secure special railroad rates for delegates attending. The practice is not general, however, and where tried has often proved unsuccessful. There is an advantage in case arrangement for reduction of rates is made in stimulating activity on the part of railroad officials and agents in advertising the meeting. Even without rates, however, their services may be enlisted in calling attention to the conference on the part of prospective attendants in widely scattered communities. A similar advantage may be gained through the practice of having official delegates to the conference designated by governors and mayors and organizations. This not only increases the number of individuals drawn into the membership of the conference, but it widens the influence of the meetings through reports made to organizations which send representatives.

V

FINANCES AND MEMBERSHIP

Money is not the first consideration in running a state conference, nor is even a large membership. But the process of organization and development does not go far before officers begin to discuss these two subjects as vital issues. And, unfortunately, these are about the most difficult matters on which to draw general conclusions from the varied practices of existing conferences.

As a general rule there are scarcely any restrictions upon membership in state conferences of charities. Following the National Conference rule, in many of the state bodies the sole qualification for membership is the payment of a small registration fee. In nearly all the others no fee is charged and everyone interested is encouraged to register. Among the latter group a substitute for the usual revenue from memberships is found in special subscriptions or in state appropriations, or both.* The plan of limitation of membership adopted this year by the re-named California conference is unique:

Membership in the conference is limited to persons actually connected with juvenile courts, state institutions, public welfare agencies and such private institutions and organizations as have the endorsement of the State Board of Charities and Corrections or of local endorsement commissions or agencies, where such bodies exist (a proviso being added whereby applicants not falling within these classifications may be given special consideration by a committee on membership and credentials).

Every state conference should be operated on the basis of a budget, definitely planned by its officers and approved by its executive committee beforehand. This may be in long established conferences nothing more than the schedule of receipts and expenditures of previous years. The New

*See *Bulletin* 63 for statistics on this point.

York City conference sends out an estimate of expenses for the year, classified in five divisions, with its preliminary announcement of program and appeal for contributions. So much depends on the size and ambitions of the individual conference and the needs of the state that it would be useless to formulate an ideal budget. Ordinarily, with a developing conference, the budget should vary from year to year. The cost of business processes, such as printing and stenographic services, can be standardized; but financial regulation should not proceed to the extent of institutionizing the general activities of the conference.

For illustration there is given here an analysis of the receipts and disbursements of the thirteenth New York state conference.*

RECEIPTS

Contributions.....	\$1,145.50
Interest.....	2.95
Sale of proceedings former Conferences.....	4.00
	<hr/>
	\$1,152.45

EXPENDITURES

Postage.....	\$ 116.50	10%
Printing and stationery.....	158.15	14%
Stenographic and clerical services.....	200.00	17%
Printing proceedings.....	428.75	37%
Miscellaneous.....	29.98	3%
Badges.....	110.00	10%
Collection charges, out-of-town checks.....	1.50	...
Surplus.....	107.57	9%
	<hr/>	
	\$1,152.45	100%

An examination of the cash receipts and disbursements of a state conference gives a fairly adequate impression of its financial condition and important operations. There are few values continuing from year to year, such as would be shown only by a statement of assets and liabilities—sometimes a cash surplus or deficit, or a stock of proceedings and other literature with little real value, or the good will of the membership.

Few generalizations regarding state conference receipts would be profitable. As indicated by the foregoing exhibit, the New York conference does not charge a uniform membership fee, but secures its funds from contributions—which vary rather widely in amount. As shown by the article on state conferences in the *Bulletin* of January, 1914, some conferences receive both membership fees and special contributions, some receive membership fees only, and some are supported chiefly by state appropriations. Massachusetts will charge a registration fee of twenty-five cents next year—the first charge of this kind to be made in its history.

It may be profitable, however, to consider more thoroughly the division of expenditures, and for this reason the column of percentages has been calculated, as shown above, for the New York conference. The financial experience of the thirteenth New York conference seems to be fairly typical of its entire history, during which it has operated on an average annual expenditure of approximately \$1250.00. For the larger, more expensive New York conferences, it would seem to be a more representative proportion to raise slightly the percentages for the first three items in the foregoing list (postage, printing and stationery, and stenographic and clerical services) and also for the typical conference to reduce somewhat the percentage of expenditure for badges. The calculation for surplus might fairly be replaced by an equal percentage of expenditure for exhibits, which is a common item in the New York budget.

*Printed on page 286 of the proceedings for 1913. Percentage calculations by the writer.

A Model Division of Expense

It may be helpful to deduce from the foregoing analysis for New York, on the basis of conditions and demands in other states, a percentage statement for a model budget of expense, according to which the officers of any conference may construct a quantitative statement, on the basis of their anticipated revenue. Such a schedule would be as follows:

Postage.....	14%
Printing and stationery.....	18%
Stenographic and clerical services.....	20%
Printing proceedings.....	37%
Miscellaneous (including exhibit and other special features of annual meeting not chargeable to local committee) ..	9%
Badges.....	2%

This schedule would in practice probably be modified by every state conference in existence, but its general relationships are believed to be approximately correct. It is taken for granted that a clear separation is made of expenses of preparation and entertainment properly chargeable to the local committee, and that, furthermore, whenever any special campaign is made, such as for members or for securing legislation, the work will be conducted on a separate budget. The foregoing model statement takes into consideration the fact that many of the state conferences are in the stage of early growth and increase of membership and for that reason ample provision should be made in the first three items of the list. Frequently expenses of state conferences are reduced by the co-operation of various departments of state government, by the assistance of publicity departments of universities, by the donation of stenographic help on the part of the organization with which the secretary is professionally connected, etc.

The financial requirements made by the conference on the local community are varied in the different states. Conference officers may well be encouraged to formulate as clearly as possible their expectations of the local committee, as it prevents confusion and unpleasant misunderstandings. The Missouri conference, for example, expects the city entertaining it to furnish about one hundred new members, to provide special entertainment for delegates, including a dinner or luncheon, and to pay the local expenses of the secretary in full or in part.

Most of the conferences seem to have well kept office records. These include, or should include, at least a cash book and a card list of the membership in such permanent form as to be reliable as a system of financial accounts. The business administration of the New York conference is highly commendable. The system includes not only regular accounting by the treasurer and the secretary, but also a continuing file of printed forms with indication in each instance of bids on the job, the successful price, the number ordered, and date.

VI

OFFICIAL ORGANIZATION

It is well to have in mind clearly the chief object and the four or five more important processes in holding state conferences before raising the question of plan of official organization. The performance of function is far more important than the perfection of machinery. The wealth of individual ability and the regrettable handicaps of voluntary service sometimes in evidence at these meetings are likely to reduce the effectiveness of a theoretically good scheme of organization or, in other instances, to cover up glaring defects. Nevertheless, an improvement in plan of organization and procedure would often release valuable energy for the real tasks of the conference, forestall criticism from outsiders and make the way easier for new recruits who want to be of service. It is a distinct loss to spend a summer trying to warm up a brand new executive committee or to sacrifice effective action to a complicated "ideal" machinery, intended to represent every interest and every congressional district in the state.

The simplest approach to this question of organization is to view it

from the standpoint of the performance of distinct functions. As stated in Division I of this article, the primary function is the holding of an annual meeting. Therefore the first consideration in the selection of officers is the provision of those who shall preside at public sessions and perform the clerical services incidental to such meetings. It was several years after the beginning of the National Conference that the desirability of having officials selected with regard to the work of the Conference between meetings was discovered, as is indicated by the change in date of inauguration of new presidents in 1881.

The importance of the executive committee grows with the ascendancy of this idea of continuing existence on the part of the conference, and with the discovery of the need of long preparation of the program previous to the meeting. The question of the dominance of the president or of the executive committee need not arise. It is fortunate if a conference has a strong and active president, and men and women worthy to be the head of a state conference may be expected to appreciate fully the value of developing a strong executive committee—especially if the matter be skillfully suggested to them. There is, however, a real question as to the proper size of an executive committee. There has been a tendency to select these committees chiefly on a representative basis. However, the value of effective action in a committee of this type makes that a paramount consideration in their selection. It may be justifiable even to have a certain city or part of a state represented far out of proportion to its membership in the conference in order to facilitate meetings of the executive committee.

The Principle of Representation

The representative character of a state conference—which, of course, should not be developed to an extreme extent—can be attained through the choice of other officers and committee members. There are, beside the president and executive committee the secretary and assistant secretaries, program committees (the first requisite of which is that they be representative in leadership in the treatment of social problems), the business committees of the conference (time and place, nominations, organization, resolutions), and perhaps committees in various parts of the state to co-operate with the local committee in making preparations, delegates to the annual meeting, etc. There is no doubt that state conferences should be widely representative, as this quality has a value, especially in securing good attendance and developing friendly interest in the conference and its work. Of course there are other bases of representation quite as important as territorial relationship. But, on the whole, every experienced organizer knows that this feature can be carried to excess.

Criteria in the organization of conferences naturally vary with the stage of development. In this connection it is helpful to note the list of committees in the new Alabama conference: committees on program, finance, time and place, entertainment, and decorations. Also, the idea that is expressed of the function of officers aside from the president and secretary: "The assistance we expect from the other officers is principally that of securing a good attendance and helping financially." The traditions and ideas of the leading workers of any conference should be given weight in planning its organization. For example, in Ohio each of the main program sections appoints its own officers for the next year. The large committee plan was abandoned years ago. A happy reflection of the spirit of the Massachusetts organization is the following:

The secretary, who usually serves through many terms, acts as mentor to the president, who, though he has usually had some experience in past years on the executive committee, may not be familiar with the customs and traditions of the conference. We usually select for president one who will practically perform the duties of the office and we have never elected what might be called an honorary president. The president stimulates the general machinery of the conference and, presiding at the committee on program, puts his personality into the proceedings. The opening meeting, for instance, held in the evening, is usually considered the president's meeting, to arrange as he pleases.

Summarizing this section, a scheme of organization probably typical, and certainly workable, would be the following:

1. The president: Selected from the standpoint both of his prominence in the field of charity and correction, or some special field, and of his leadership among the group who come annually to the state conference.
2. The executive committee: A rather small group as representative as possible in order that they may wield a strong direct influence, though bearing in mind as a first consideration that they be selected with a view to their capacity for team work and their convenience in meeting occasionally.
3. The secretary and the treasurer (offices frequently combined): Selected for organizing ability and efficiency in planning and managing the business of the conference. Should continue in office from year to year, if possible.
4. Program committees, or at least chairmen: Selected for their prominence and at least potential leadership in special fields of social work.
5. Business committees of the conference (annual meeting committees): Fairly representative territorially, but individuals selected chiefly with a view to their capacity for transacting the business of the committee.

VII

SCHEDULE OF DUTIES AND PROCESSES

While it would be sophomoric to schedule every anticipated operation in handling an undertaking like a state conference, it is almost necessary for the success of the work that its controlling officers have a definite, well-understood scheme of duties and processes to be gone through with at stated times. While the object of the meetings is chiefly "talk", the main requisite on the part of its management is *action*.

The limits of this article will not admit of full illustration of the extensive schedule of processes which it is believed would be helpful to the managing officers of any state conference and especially to its secretary. Such a process, for example, as that of communications to the membership may well be outlined beforehand, for it is very apparent that a certain series of letters and notices should be sent at periods fairly uniform from year to year, each having a distinctive character and function. It is a very simple matter to outline the process and then to set it down, along with a number of other processes, on a continuous daily or monthly memorandum, or "tickler." This plan both guarantees the complete execution of a complex series of tasks and relieves the secretary from worry.

The schedule of work would naturally include a number of subsidiary plans under each of the following main divisions: The annual meeting; general processes of preparation; work with the local committee of the conference city; publicity, including the issuance of conference literature; preparation of program; relations with officers and committees; and membership and finances.

W. T. C.

SECRETARIES OF STATE CONFERENCES

Ala.—William H. McGrath, 626 Chamber of Commerce, Birmingham.
 Ark.—M. A. Auerbach, City Hall, Little Rock.
 Calif.—Stuart A. Queen, 1007 Phelan Bldg., San Francisco.
 Canada—F. M. Nicholson, Parliament Bldg., Toronto, Ont.
 Colo.—William Thomas, The Capitol, Denver.
 Conn.—Spencer Gordon, Bridgeport.
 Del.—Miss Sybil M. Gordon, 602 West St., Wilmington.
 Fla.—Marcus C. Fagg, 361 St. James Bldg., Jacksonville.
 Ill.—A. L. Bowen, State Capitol, Springfield.
 Ind.—Frank D. Loomis, 88 Baldwin Bldg., Indianapolis.
 Ia.—Prof. Paul S. Pierce, State University, Iowa City.
 Kan.—Ernest W. Burgess, University Club, Lawrence.
 Me.—Miss Marion Porter, City Hall, Bangor.
 Md.—William H. Davenport, 508 Garrett Bldg., Baltimore.
 Mass.—Parker B. Field, 279 Tremont St., Boston.
 Mich.—Marl T. Murray, State Capitol, Lansing.
 Minn.—Otto W. Davis, Civic and Commerce Ass'n, Minneapolis.
 Mo.—Oscar Leonard, 901 Carr St., St. Louis.
 Nebr.—Miss Ida F. Robbins, Lincoln.
 N. H.—Mrs. Mary P. Remick, Concord.
 N. J.—Ernest D. Easton, 40 Clinton St., Newark.
 N. Y.—Richard W. Wallace, Box 17, The Capitol, Albany.
 N. C.—Warren H. Booker, State Board of Health, Raleigh.
 Ohio—H. H. Shirer, 1010 Hartman Bldg., Columbus.
 Okla.—R. C. Meloy, State House, Oklahoma City.
 Ore.—Mrs. Millie R. Trumbull, 250½ Third St., Portland.
 Pa.—James S. Heberling, Redington.

Rhode Island—Benjamin Moorby, Y. M. C. A., Bristol.
S. C.—Miss M. T. Gadsden, Yorkville.
Tenn.—James P. Kranz, care Associated Charities, Memphis.
Tex.—Robert J. Newton, State Capitol, Austin.
Va.—Miss Louise F. Price, Library Bldg., Richmond.
Wash.—L. J. Covington, Lippy Bldg., Seattle.
Wis.—Prof. J. L. Gillin, State University, Madison.

Alabama Sociological Congress

On May 2, 3 and 4, the annual session of the Alabama Sociological Congress was held for the third time in Birmingham. Discussions on pending state legislation predominated. The chief subjects considered were the welfare of the child and of the delinquent or dependent adult, child labor, the need of amending the juvenile court law, unification of legislation affecting the home and non-support, the wrongs of the present convict system, health, with its economic basis both urban and rural, and legislation against tuberculosis. Among the visitors were Carl W. Thompson, of the U. S. Department of Agriculture; John Ihlder, of New York, and Miss Madge Nabe, of Kentucky. The new officers are: Pres., Rabbi Morris Newfield, of Birmingham, re-elected; Sec'y, J. B. Wood, Birmingham; Treas., Judge S. D. Murphy. Selma was chosen for the next meeting, to be held in May, 1916.

Arkansas Conference for Social Welfare

Of the six sections into which the fourth Arkansas Conference of Charities and Correction, May 4-5, was divided, the two most stimulating and beneficial to the city of Pine Bluff, in which the Conference was held, were the sections on sex hygiene and vice suppression. In the former an interesting discussion followed a paper by Dr. Frank Young, in which he advocated that the federal law prohibiting instruction on the prevention of conception be changed. In the latter Rabbi Jasin of Pine Bluff took to task the officials of his city for refusing to take action against the segregated district. The other three sections of the conference were on public and private charities, child welfare, the feeble-minded, and church and social service. But the most significant act, perhaps, was the establishment of a bureau for general sociological research, the purpose of which will be to supply information on social subjects to anyone desiring it, and particularly to encourage the members of the next legislature to consult it regarding social legislation. The president was authorized to appoint a committee whose duty it will be to inspect city, county and state institutions. This committee will seek the endorsement of Governor Hayes before beginning its work. By another resolution the conference endorsed the transportation agreement and arranged to bring it before other charitable organizations and all communities in the state. The organization was re-named the Arkansas Conference for Social Welfare. The president for 1916 is M. A. Auerbach, and the secretary Mrs. Scott C. Runnells, both of Little Rock, where the next meeting will be held, in April.

California Conference Revived

After lying dormant for nearly four years, the California Conference of Charities and Corrections has taken on a new lease of life. A meeting was held at Fresno during the legislative recess last winter and the discussion centered largely around pending social legislation. Among the measures successfully supported by the conference were the juvenile court law, child labor law, compulsory education, increased facilities for the care of the feeble-minded and the creation of state labor exchanges. One important session was given over to municipal organization and control of charities, presenting the plans in use in Kansas City, Berkeley and Los Angeles. Mr. L. A. Halbert, of the Kansas City Board of Public Welfare, was the only speaker from outside the state. The conference made several important changes in its constitution—changing its name to the

California State Conference of Social Agencies, more clearly defining its membership, and perfecting its organization for planning future meetings. The president for the next year is Dr. Milbank Johnson, of Los Angeles, and the secretary is Stuart A. Queen, of San Francisco. Work has already begun on the 1916 conference, which will be held in Los Angeles the first week in May.

New Jersey Conference

The leading topic discussed at the fourteenth annual session of the New Jersey Conference of Charities and Correction at New Brunswick April 25-27, was the State's Needs and Resources. Dr. David F. Weeks, Superintendent of the New Jersey State Village for Epileptics at Skillman, was elected president for 1916; Bleecker Van Wagenen, of Orange, V.-Pres.; Ernest D. Easton, of Newark, Sec'y; Isaac C. Ogden, of Orange, Treas. The topic that has been suggested for the 1916 conference is Mental Deficiency in Its Relation to Social Problems. The 1916 meeting will be held at Stevens Institute, Hoboken.

North Carolina Conference for Social Service

The leading themes that were developed at the third annual meeting of the North Carolina Conference for Social Service in January were prison reform, anti-tuberculosis work and the reduction of adult illiteracy. On the last-named subject the address of Mrs. Cora Wilson Stewart on the moonlight schools of Kentucky pointed the way out of the wilderness for North Carolina; and the testimony of the superintendent of public instruction that 92 per cent. of the white children of compulsory attendance age had this year been in attendance, helped to fix attention on the problem of the adult. Donald Lowry, of New York, spoke on prison reform. The most noted speaker was Hon. William J. Bryan, who addressed also the state legislature. The reforms he advocated were reflected in the passage of resolutions on the restriction of child labor and the prohibition of shipment of liquor into "dry" territory. New conference committees were created on legislation and on playgrounds and recreation. The new officers are: A. W. McAllister, of Greensboro, succeeding Clarence Poe as president, and Warren H. Booker, of the staff of the State Board of Health, Raleigh, secretary. The North Carolina conference is undergoing a most promising development under the guidance of a growing group who are determined to see the state problems defined and concertedly attacked.

Tennessee Conference Organized

The State Board of Charities and Corrections, largely through the influence of its secretary, C. C. Menzler, called together the social workers of Tennessee in Nashville, Mar. 15-17, forming the State Conference of Charities and Correction. The opening meeting was held under the chairmanship of Rabbi Lewinthal, president of the state board. The conference discussed organized charities, juvenile courts, children, prison reform and rural social service. Although this was the first meeting of the conference, 150 delegates registered and paid the fee of one dollar. Officers for the coming year are: J. A. Riechman, of Memphis, president; a vice-president to be chosen from each of the three grand divisions of the state; and J. P. Kranz, of Memphis, secretary. The conference will meet in Chattanooga some time in the early spring of 1916.

Conferences to be Held Fall of 1915

There is given herewith a calendar of fall meetings of state conferences similar in type to the National Conference of Charities and Correction, and brief accounts of meetings held recently.

Florida.—City and dates not decided—probably in November. Marcus C. Fagg, Sec'y, 361 St. James Bldg., Jacksonville.
Illinois.—Danville, Oct. 23-26. A. L. Bowen, Sec'y, The Capitol, Springfield.

Indiana—Richmond, Oct. 29-Nov. 2. Frank D. Loomis, 88 Baldwin Block, Indianapolis, Sec'y.
 Iowa—Waterloo, Nov. 21, 22, 23. Prof. P. S. Pierce, Sec'y, Iowa City.
 Massachusetts—Pittsfield, Oct. 20-22. Parker B. Field, 279 Tremont St., Boston, Sec'y.
 Michigan—Battle Creek, Oct. 20-22. Marl T. Murray, Sec'y, The Capitol, Lansing.
 Minnesota—New Ulm, Sept. 25-28. Otto W. Davis, Sec'y, Civic and Commerce Ass'n, Minneapolis.
 Missouri—Marshall, Nov. 14-16. Oscar Leonard, Sec'y, 901 Carr St., St. Louis.
 New York—Albany, Nov. 16-18. R. W. Wallace, Box 17, The Capitol, Albany.
 Ohio—Dayton, Nov. 3-5. H. H. Shirer, Sec'y, 1010 Hartman Bldg., Columbus.
 Pennsylvania—Scranton, Oct. 21-23. J. S. Heberling, Redington, Sec'y.
 Rhode Island—Bristol, Oct. 20. Benjamin Moorby, Y. M. C. A., Bristol, Sec'y.

National Probation Association

(Article concluded from P. 8)

and application of standards in juvenile court work. Upon the first topic, Frank E. Wade, of Buffalo, was the principal speaker. On the question of Rural Probation, Mrs. Alice Montgomery, of Manchester, N. H., and Charles L. Chufe, Secretary of the State Probation Commission of New York, told of conditions in their respective states. Papers upon the progress of juvenile court work were presented by Judge P. J. Dolan of Newark, and Roger N. Baldwin of St. Louis. The Hon. Edwin Mulready, Commissioner of Labor of Massachusetts, spoke upon the Aims and Possibilities of the National Probation Association.

A special committee, of which Mr. Baldwin is chairman, was appointed to study and make report upon the problem of developing standards in juvenile court work. The Association adopted resolutions upon the death of Judge Harvey H. Baker, for many years active in its deliberations. It also urged the passage of the bill establishing the probation system in the federal courts. The executive committee decided to make an active campaign for this bill at the next session of Congress. Resolutions were adopted urging the extension of the probation system in rural communities, approving the plan of county or district officers. The Illinois adult probation bill, making possible the use of probation for practically all adult offenders, was endorsed. The following officers were elected for the ensuing year: Pres., Hon. Frank E. Wade, Buffalo; 1st V-Pres., Albert J. Sargent, Boston; 2nd V-Pres., Mrs. Benjamin J. West, Memphis; 3rd V-Pres., John J. Houston, Chicago; Sec'y-Treas., Charles L. Chufe, Albany.

ORGANIZATION OF 1916 CONFERENCE

Corrected to date, July 25, 1915.

Officers

President, Rev. Francis H. Gavisk, Indianapolis, Ind.
 First Vice President, James F. Jackson, Cleveland, O.; Second Vice President, Dr. James T. Gilmour, Toronto, Can.; Third Vice President, Miss Minnie F. Low, Chicago, Ill.
 General Secretary and Treasurer, William T. Cross, Chicago, Ill.
 Assistant Secretaries: Frank D. Loomis, Indianapolis, Ind.; Joseph C. Logan, Nathaniel T. Grasty, Baltimore, Md.; Miss Margaret F. Byington, Brooklyn, N. Y.; T. J. Edmonds, Cincinnati, O.; Robert W. Kelso, Boston, Mass.; John J. O'Connor, Chicago, Ill.

Executive Committee: The ex-presidents as follows: F. B. Sanborn, Massachusetts (1881); Hastings H. Hart, Illinois (1893); Alexander Johnson, Indiana (1897); William R. Stewart, New York (1898); Charles E. Faulkner, Minnesota (1900); John M. Glenn, Maryland (1901); Timothy Nicholson, Indiana (1902); Robert W. de Forest, New York (1903); Jeffrey R. Brackett, Massachusetts (1904); Edward T. Devine, New York (1906); Amos W. Butler, Indiana (1907); Thomas M. Mulry, New York (1908); Ernest P. Bicknell, Illinois (1909); Miss Jane Addams, Illinois (1910); Homer Folks, New York (1911); Julian W. Mack, Washington, D. C. (1912); Frank Tucker, New York (1913); Graham Taylor, Illinois (1914); Mrs. John M. Glenn, New York (1915). In addition, the President and First Vice President, as named above, and the following: Term expiring 1916, Robert A. Woods, Boston, Mass.; Rabbi Louis Bernstein, St. Joseph, Mo.; Miss Jean Gordon, New Orleans, La.; Miss Frances Ingram, Louisville, Ky.; Edwin D. Solenberger, Philadelphia, Pa. Term expiring 1917, J. O. White, Cincinnati, O.; Judge E. F. Waite, Minneapolis, Minn.; Roger N. Baldwin, St. Louis, Mo.; Joseph P. Byers, Trenton, N. J.; Mrs. S. S. Crockett, Nashville, Tenn.

Also standing, or program, committees as follows:

Children

Chairman, Miss Julia C. Lathrop, Washington, D. C.
Vice Chairman, Edward M. Williams, Cleveland, O.
Other members: William Wirt, Gary, Ind.; Edward N. Clopper, New York City; Miss Frances G. Curtis, Boston, Mass.; Miss Esther Eaton, Columbus, O.; Rev. Michael J. Scanlan, Boston, Mass.; Henry J. Gideon, Philadelphia, Pa.; Mrs. Beverley B. Mumford, Richmond, Va.; C. C. Carstens, Boston, Mass.; Miss Ruth True, New York City; Prof. D. F. Shirk, Topeka, Kan.; Dr. George B. Mangold, St. Louis, Mo.; Guy C. Hanna, Plainfield, Ind.

Corrections

Chairman, Dr. Katharine B. Davis, New York City.
Vice Chairman, Hon. Harry Olson, Chicago, Ill.
Other members: Hon. George S. Addams, Cleveland, O.; Prof. Demarchus C. Brown, Indianapolis, Ind.; Allan D. Conover, Madison, Wis.; Hon. Arthur Woods, New York City; Hon. Charles A. DeCourcy, Boston, Mass.; John J. Gascoyne, Newark, N. J.; Dr. John R. Haynes, Los Angeles, Cal.; Albert Garvin, Cheshire, Conn.; W. H. Whittaker, Occoquan, Va.; A. J. G. Wells, Frankfort, Ky.; Fred L. Paddelford, Golden, Col.; Hon. James A. Collins, Indianapolis, Ind.; Mrs. Margaret M. Elliott, Indianapolis, Ind.; Robert B. Dripps, Philadelphia, Pa.

The Family and The Community

Chairman, Mrs. Ada E. Sheffield, Cambridge, Mass.
Vice Chairman, Prof. Frank L. McVey, University, N. D.
Other members: Mrs. H. E. Bacon, Evansville, Ind.; Prof. Walter G. Beach, Seattle, Wash.; Frank J. Bruno, Minneapolis, Minn.; Prof. C. C. North, Greencastle, Ind.; J. M. Hanson, Youngstown, O.; Prof. John M. Gillette, University, N. D.; Sherman C. Kingsley, Chicago, Ill.; Francis H. McLean, New York City; John Melpolder, Richmond, Ind.; Riley M. Little, Philadelphia, Pa.; Howard S. Braucher, New York City.

Feeble-mindedness and Insanity

Chairman, E. R. Johnstone, Vineland, N. J.
Vice Chairman, Dr. George S. Bliss, Fort Wayne, Ind.
Other members: Dr. Owen Copp, Philadelphia, Pa.; Dr. A. C. Rogers, Fairbault, Minn.; Alexander Johnson, Vineland, N. J.; Starr Cadwallader, Columbus, O.; Mrs. Lucy M. Sickles, Mitchellville, Ia.; Jacob Billkopf, Kansas City, Mo.; Dr. Walter E. Fernald, Waverly, Mass.; Dr. David Weeks, Skillman, N. J.; Mrs. Jessie D. Hodder, Sherborn, Mass.; Dr. David C. Peyton, Jeffersonville, Ind.

Health

Vice Chairman, Dr. Theodore B. Sachs, Chicago, Ill.
Other members: Frederick L. Hoffman, Newark, N. J.; Dr. Eugene Kelly, Seattle, Wash.; Dr. Charles P. Emerson, Indianapolis, Ind.; Leo F. Hamner, New York City; Dr. S. Josephine Baker, New York City; Dr. Herman C. Biggs, Albany, N. Y.; Dr. S. E. Smith, Richmond, Ind.; Dr. R. K. Flannagan, Richmond, Va.

Inebriety

Chairman, Bailey B. Burritt, New York City.
Vice Chairman, Joseph C. Logan, Atlanta, Ga.
Other members: Murray A. Auerbach, Little Rock, Ark.; Dr. Irwin H. Neff, Norfolk, Mass.; Dr. George R. Green, Muncie, Ind.; Robert A. Woods, Boston, Mass.; Dr. Adolf Meyer, Baltimore, Md.; Alexander Fleisher, New York City; Mrs. Elizabeth Tilton, Cambridge, Mass.; Rev. Charles Steizle, New York City.

Promotion of Social Programs

Chairman, Graham Romeyn Taylor, New York City.
Other members: W. J. Norton, Cincinnati, O.; Prof. Frank A. Fetter, Princeton, N. J.; Orlando F. Lewis, New York City; Otto W. Davis, Minneapolis, Minn.; Dr. A. J. McKelway, Washington, D. C.; Shelby M. Harrison, New York City; Charles Whiting Williams, Cleveland, O.; Porter R. Lee, New York City; Miss Virginia McMeichen, Seattle, Wash.; J. Prentice Murphy, Boston, Mass.

Public and Private Charities.

Chairman, H. H. Shirer, Columbus, O.
Vice Chairman, Charles C. Stillman, St. Paul, Minn.
Other members: James F. Bagley, Augusta, Me.; Miss Katharine R. Williams, Milwaukee, Wis.; Alexander M. Wilson, New York City; Leroy A. Halbert, Kansas City, Mo.; Howard Strong, Minneapolis, Minn.; John H. Holliday, Indianapolis, Ind.; George S. Wilson, Washington, D. C.; A. L. Bowen, Springfield, Ill.; James B. Williams, Los Angeles, Cal.; Miss Amy F. Acton, Boston, Mass.; W. Frank Persons, New York City; Marl T. Murray, Lansing, Mich.

Unemployment

Chairman, Prof. Charles E. Merriam, Chicago, Ill.
Vice Chairman, William H. Pear, Boston, Mass.
Other members: Jacob H. Hollander, Baltimore, Md.; Miss Edith Abbott, Chicago, Ill.; Miss Frances A. Kellor, New York City; Mrs. W. E. Miller, South Bend, Ind.; Henry Bruere, New York City; Prof. J. E. Hagerly, Columbus, O.; James Mullenbach, Chicago, Ill.; George L. Warren, Boston, Mass.; E. T. Brigham, Kansas City, Mo.

